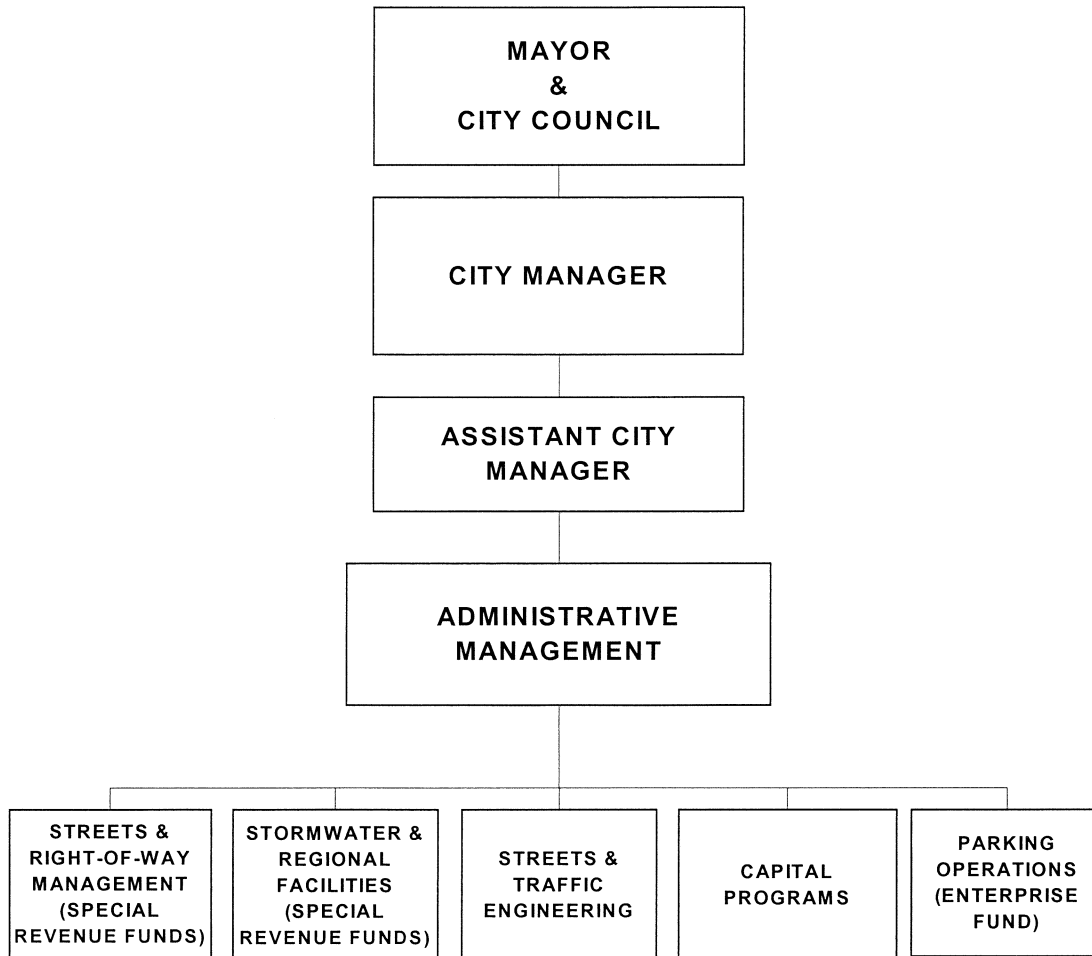


PUBLIC WORKS



APPROPRIATIONS BY FUND	FTE	ADOPTED 2004-2005
General Fund	254.00	\$16,269,914
Street Maintenance & Improvement Fund	311.00	34,443,039
Street Right-Of-Way Management Fund	20.00	1,081,245
Stormwater Operating Fund	274.00	23,414,092
Stormwater Regional Facilities Fund	10.00	7,587,566
Parking Operating & Maintenance Fund	125.50	10,494,689
Community Development Block Grant	0.00	22,134
Capital Projects	0.00	118,625,000
Debt Service Funds	0.00	3,452,335
Total Funding	994.50	\$215,390,014

MISSION STATEMENT

The Public Works Department is committed to providing public services and infrastructure in a quality manner through the use of modern engineering and management practices with a team of people dedicated to professional excellence and customer satisfaction. We strive to accomplish these tasks efficiently, effectively and with accountability to the community we serve.

PROGRAM INFORMATION

This Department oversees and directs the development and maintenance of the publicly owned infrastructure of the City. The Department has operating divisions in six funds. Areas of responsibility assigned to this department include:

- ◆ General Fund
 - Office of Director - provides oversight and direction for the Department
 - City Architect's Office - design, construction, and renovation of City buildings
 - ADA Compliance Office – Coordinates policies and facility modifications in compliance with 1973 Rehabilitation Act, the Fair Housing Amendments Act, and the Americans with Disabilities Act.
 - Capital Programs - design and construction of street and drainage improvements and real estate acquisition
 - Transportation Group – plan, design, construct, operate and maintain traffic engineering functions, traffic control devices, transportation engineering, parking, and multi modal intelligent transportation systems
 - Engineering - engineering, surveying, construction inspection, and infrastructure assessment
- ◆ Street Maintenance Special Revenue Fund
 - Street Maintenance - maintenance of City street pavements, sidewalks and building demolition
- ◆ Right-of-Way Management Fund
 - Administration, inspection, compliance, enforcement, and utility coordination of the right-of-way management ordinance
- ◆ Storm Water Special Revenue Fund
 - Storm Water Management – Operate and manage the City's storm water infrastructure: river and channel maintenance, vegetation control, street cleaning, tunnel operations, and storm water engineering
- ◆ Regional Storm Water Detention Facilities Fund
 - Detention Pond Program – Administer the Regional Storm Water Management Program for the City
- ◆ Parking Enterprise Fund
 - Parking Operations - management of downtown City-owned and leased parking facilities and parking meters

GOALS & OBJECTIVES

To provide high quality design, construction, and renovation of City buildings, streets and drainage facilities; operate traffic network safely, efficiently and economically in a timely manner with fundamentally sound, pragmatic and economical solutions.

- ◆ Identify and prioritize infrastructure projects through the process of preliminary engineering.
- ◆ Complete design and construction of Fire Department, Police Department, Library, and Learning Center projects.
- ◆ Increase communication, interaction, and delivery of service to all customers and continue to formulate accurate and timely responses to requests.
- ◆ Substantially complete the 2003 Bond Program by December 2007.
- ◆ Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths.
- ◆ Perform preventative maintenance of all traffic signals annually to reduce malfunctions and outages.
- ◆ Utilize the employee incentive program to reduce preventable accidents within the Public Works Department.
- ◆ Practice strategic human resource planning, which identifies the capabilities that currently exist within the organization, and also identifies the capabilities required for future success or advancement for promotion within.
- ◆ Continue to foster an environment for employee growth and learning within the department through encouragement, coaching, and offering educational training and development opportunities.
- ◆ Empower staff in decision-making through three-deep leadership that enhances our ability to respond quickly to day-to-day challenges and continues investment to our most valuable resource, people.
- ◆ Maintain internal quality control to ensure proper delivery of services to our customers and safeguard the public.
- ◆ Continue to leverage outside funding through Grants, MPO, and Federal tax dollars to maximize City investment in infrastructure.
- ◆ Maintain a two-week completion average for all non-emergency sign maintenance and installation customer service requests.
- ◆ Achieve a two-week completion average for all pavement markings customer service requests.
- ◆ Build a positive image and promote public trust through community outreach programs by:
 - Continuing the Public Works Academy.
 - Improving public awareness efforts through community meetings.
- ◆ Continue proper application of engineering and technical expertise infrastructure to improve community-wide safety.

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Provide For Safety and Welfare of San Antonio					
	Complete design and construction of Fire Protection, Law Enforcement, Library Facilities, Learning Centers, and other facility projects	No. of architectural contracts under design or construction ¹	54	50	56	38
		Dollar value of contracts under design or construction (in millions) ^{1, 2}	\$146.29	\$59.34	\$121.97	\$102.53
	Improve Customer Service					
	Increase communication, interaction, and delivery of service to all stakeholders and continue to formulate accurate and timely responses to requests	No. of community meetings held with outside stakeholders ³	156	180	182	225
		% of service requests meeting service level agreements with customers	71%	72%	74%	75%
	Improve Environmental Efforts					
	Develop facilities for alternative modes of transportation to include Hike/Bike lanes, routes, and paths	Linear miles under construction/complete from Capital Improvement Projects ⁴	23.98	19.28	18.02	24.91
Financial	Provide Accountability to Public					
	Leverage outside funding through Grants, MPO, and Federal tax dollars to maximize City investment to Capital Projects	Amount of MPO funding leveraged for Capital Improvement Projects (in millions) ⁵	\$13.70	\$11.64	\$4.42	\$22.98
		Amount of grant funding received for Capital Improvement Projects (in millions) ⁶	\$7.00	\$5.50	\$7.00	\$0.84
Internal Processes	Innovative & Proactive City Government					
	Improve street infrastructure	Lane miles constructed in Capital Improvement Projects	53.89	25.21	43.16	21.63
	To perform preventive maintenance of all traffic signals annually to reduce malfunctions and outages	Cabinet preventive maintenance (intersections)	1,293	1,099	1,099	1,115

BALANCED SCORECARD CONTINUED

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Innovative & Proactive City Government					
	Utilize the employee incentive program to reduce preventable accidents within the Public Works department	No. of accidents occurring for motor vehicles and personal injury resulting in a claim	64	63	59	53

EXPLANATORY INFORMATION

- ¹ These measures represent the number of contracts and dollar value in progress. This number will change as projects are completed and added throughout the year.
- ² Estimated FY 2004 now includes figures from the 2003 Bond Program.
- ³ Adopted FY 2005 reflects additional meetings to be held as a result of the approval of the FY 2003 Bond Program.
- ⁴ Adopted FY 2005 reflects completion of projects such as Mission Trails, Citywide MPO Bicycle Project, Tezel Road, and James Park Development.
- ⁵ Adopted FY 2005 reflects projects scheduled to be advertised for fiscal year 2005. The letting of these projects is controlled by TxDOT.
- ⁶ Adopted FY 2005 reflects adoption of 30th. year CDBG budget and anticipated reprogramming of funds for capital projects. Decrease in Adopted FY 2005 reflects redirection of funding to HUD 108 Loan Program for additional capital projects.

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS

\$434,691

ELIMINATE EIGHT ADMINISTRATIVE POSITIONS

This **reduction** will result in the streamlining of several administrative duties within the department, primarily in the Customer Service Section within the Director's Office. This reduction will eliminate one vacant Administrative Assistant I, one vacant Customer Service Specialist, one filled Special Projects Officer, three filled Customer Service Specialists, one filled Office Assistant and one filled Sr. Administrative Assistant. The total cost of these positions is \$314,015. Associated contractual services and commodities will be reduced by \$10,442. The savings associated with this reduction will total \$324,457 in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This **reduction**, totaling \$4,748, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES CONTINUED***REDUCE OVERTIME BUDGET***

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, the Public Works Department will be able to reduce their overtime budget by ten percent, or a total of \$10,000 in FY 2005.

CHARGE BACK OF ASSISTANT DIRECTOR OF STORM WATER

This **redirection** will charge back 75 percent of the Streets and Storm Water Assistant Director's salary to the Storm Water Operating Fund. Currently, the Assistant Director's salary is paid out of the General Fund. This redirection will generate savings of \$95,486 in FY 2005.

◆ IMPROVEMENTS**\$403,572*****INCREASE GRAFFITI ABATEMENT SERVICES***

This **improvement**, associated with the Mayor and City Council's priorities, will provide funding to support the recently created "Wipe-Out Graffiti Program." Additional funding will provide necessary supplies required for the volunteers, promotional items associated with the events, and education material. This expansion would allow for 12-14 city-wide volunteer graffiti abatement events throughout the year. The cost of this improvement will total \$25,000 in FY 2005.

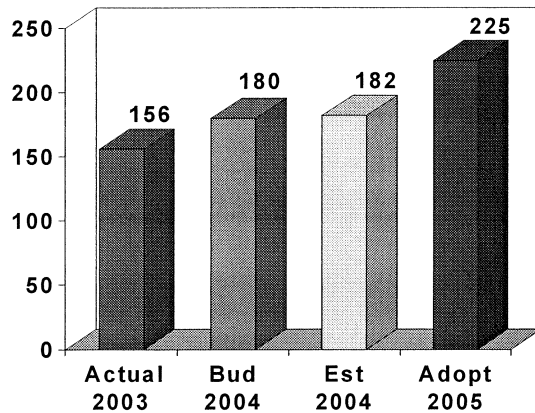
ADDITION OF CAPITAL PROJECTS TEAMS

To keep the \$115 million 2003-2007 Bond Program on schedule and to implement, administer, and maintain the proposed \$57 million HUD 108 Capital Projects Program included in the FY 2005-2010 Capital Improvement Plan, the Public Works Department will add ten positions in FY 2005. The 2003-2007 Bond Program includes 113 projects throughout San Antonio that will improve streets, drainage, libraries, parks, and public health and safety facilities. The HUD 108 Program includes sixty-nine projects that provide additional streets, library, and park improvements. This **improvement** will add one Capital Improvement Projects (CIP) team and a vehicle for nine months, half of a CIP team for two months, and two Real Estate Specialists for twelve months to support the Real Estate Section. The CIP team will consist of one Sr. Engineer, one Engineer, one Engineering Associate, one Capital Projects Officer, and one Sr. Engineering Technician. The half-CIP team will consist of one Sr. Engineer, one Engineer, and one Engineering Associate. The costs associated with this improvement will total \$378,572 in FY 2005. Although the costs for this improvement will initially be paid for by the General Fund, the 2003-2007 Bond Program will reimburse approximately ninety percent of the costs, leaving the remaining ten percent to be charged to the General Fund.

PUBLIC WORKS**GENERAL FUND****GENERAL FUND EXPENDITURES BY CHARACTER**

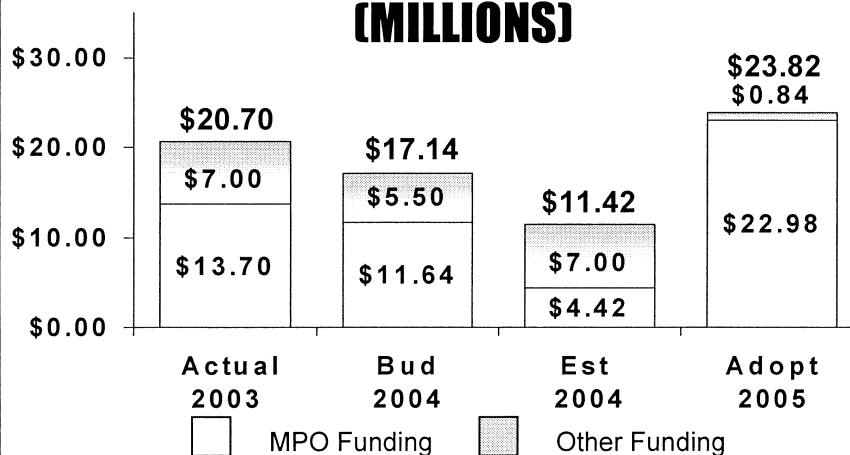
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$11,363,779	\$11,740,057	\$12,010,701	\$12,228,604
CONTRACTUAL SERVICES	3,221,626	2,211,939	2,166,356	2,563,986
COMMODITIES	1,007,726	1,200,027	926,215	1,249,937
OTHER EXPENDITURES	157,925	167,035	167,037	173,572
CAPITAL OUTLAY	494,411	491	491	53,815
TOTAL EXPENDITURES	\$16,245,467	\$15,319,549	\$15,270,800	\$16,269,914
AUTHORIZED POSITIONS	245	252	252	254
FULL-TIME EQUIVALENTS	245.00	252.00	252.00	254.00

NUMBER OF COMMUNITY MEETINGS HELD WITH OUTSIDE STAKEHOLDERS



✓ The increase in FY 2005 is the result of increased community outreach efforts and improved tracking by divisions within Public Works.

METROPOLITAN PLANNING ORGANIZATION (MPO) FUNDING LEVERAGED AND GRANT FUNDING RECEIVED FOR CIP PROJECTS (MILLIONS)



PROGRAM INFORMATION

The Street Maintenance Division of Public Works is responsible for the overall planning and coordination of the City's street maintenance. Tasks of the Street Maintenance Division include street resurfacing and rehabilitation, pothole patching, sidewalk construction, bridge repair, railroad crossing monitoring, demolition of dangerous structures and, on a limited basis, alley maintenance.

The Right-of-Way (ROW) Management Program was established by ordinance in January 2001 and implemented in May 2001. The ROW staff is responsible for standardizing the street cutting process for the safety of the public, maintaining the integrity of the infrastructure, and monitoring for compliance through utility coordination.

GOALS & OBJECTIVES

To perform the functions of planning and coordination, implementation, development, and management of the City's infrastructure system of street, alleys, and emergency response services in a responsive manner, with a focus on quality, customer needs, and effective protection of public investment in the City's infrastructure.

STREET MAINTENANCE

- ◆ To continue the implementation and improvement of the Americans with Disabilities Act (ADA) Curb Ramp/Sidewalk Construction and Maintenance Program for connectivity of paths of travel.
- ◆ To continue to evaluate affordability, efficiency, and effectiveness of options for improved performance of San Antonio's Street infrastructure.
- ◆ Enhance Computer Training and provide technology to enhance real time customer service responses and to improve quality and internal control of Street Division projects including street maintenance, sidewalk construction, emergency operations and customer service.

ROW MANAGEMENT

- ◆ To protect the City's \$6.9 billion infrastructure investment and guarantee proper street repair through improved street restoration standards.
- ◆ To reduce public inconvenience and improve utility coordination through increased planning and management of the City's right of way.
- ◆ Improve on-line web applications for Right-of-Way through 24 hour access to the ROW program permit process.
- ◆ To support GASB 34 requirements through the inventory of infrastructure using GIS.
- ◆ To provide GIS Training to all staff to foster an environment for employee growth and learning.
- ◆ To educate the public (e.g. Neighborhood Associations) of the Right-of-Way Ordinance's role in public safety through the protection of the City's infrastructure investment and ensure compliance with traffic control measures.

PUBLIC WORKS

STREET MAINTENANCE FUND RIGHT OF WAY MANAGEMENT FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust and Awareness of Citizens – Improve Customer Service					
	Respond promptly to all requests for service in accord with available resources and capabilities	% of potholes repaired within 48 hours (2 workdays)	95.45%	95.50%	97.00%	98.00%
	To educate the public (e.g. Neighborhood Associations) of the Right-of-Way Ordinance's role in public safety through the protection of the City's infrastructure investment and ensure compliance with traffic control measures	No. of ROW presentations made to stakeholders ¹	35	55	35	40
Financial	Public Trust and Awareness of Citizens – Leverage other Funding Sources					
	Reduce accounts receivable due from outside utilities within 30 days	% of invoices paid to the City within 30 days	95%	100%	95%	98%
Internal Processes	Public Trust and Awareness of Citizens – Maintain Existing Infrastructure					
	To continue to evaluate affordability, efficiency, and effectiveness of options for improved performance of San Antonio's infrastructure	Street Inventory Pavement Condition Index (PCI) lane miles ²	62.16	61.70	66.14	64.14
		Lane miles receiving maintenance ³	352.19	352.19	383.94	417.76
	Improve on-line web applications for Right-of-Way through 24 hour access to the ROW program permit process	Percent of applications received using the 24-hour permit system online ⁴	95%	92%	0%	85%
Employee Learning & Growth	Improve Customer Service					
	Fill vacancies with the most qualified candidates in a timely manner	Selections made within 90 days of position being vacant	88%	94%	95%	95%
		Vacancy rate of entire workforce per annum	9.50%	9.50%	9.25%	9.00%

EXPLANATORY INFORMATION

¹ Number of presentations made reduced in 2003 due to shift in workload to accommodate manual permit processing.

EXPLANATORY INFORMATION CONTINUED

- ² Pavement Condition Index is an estimated number. An outside consultant is currently reviewing 20% of the Street Network annually. Estimated higher than actual due to conversion of street segments into GIS database and final data cleansing that occurred in December 2003.
- ³ Lane miles receiving maintenance includes City Forces and Outside Contractual Maintenance. Adopted FY 2005 includes 18.35 additional lane miles associated with the \$1 million improvement.
- ⁴ Estimated at 0% due to shutdown of Online Permitting System due to outside vendor bankruptcy. Online permit system in negotiations with another vendor pending approval. Expected start date is October 2004. Adopted FY 2005 reflects slow re-adoption of online system.

PROGRAM CHANGES**◆ REDIRECTIONS/REDUCTIONS****\$121,048*****REDUCE OVERTIME BUDGET***

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, Street Maintenance will be able to reduce their overtime budget by ten percent, or a total of \$115,000 in FY 2005.

EMPLOYEE UNIFORM INITIATIVE

This **reduction**, totaling \$6,048 for Street Maintenance and ROW Management, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

◆ IMPROVEMENTS**\$1,026,645*****WORKFORCE COMPENSATION ENHANCEMENT***

This **improvement** for ROW Management, totaling \$26,645, will provide a market adjustment and performance pay incentive for eligible employees included in the ROW Management Fund budget. The market adjustment, effective October, 2004, would be distributed to civilian full-time and part-time employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

PUBLIC WORKS

STREET MAINTENANCE FUND RIGHT OF WAY MANAGEMENT FUND

PROGRAM CHANGES CONTINUED

INCREASE CONTRACTUAL STREET MAINTENANCE

The Adopted FY 2005 Budget includes a \$1 million one-time **improvement** to augment resources available for the Contractual Street Maintenance Program. Each Council District will receive \$100,000. It is estimated that the additional funds of \$1 million will result in an increase of approximately 18.35 street lane miles by FY2006 (to be performed by contractors). The resulting increase will vary based upon which types of applications are selected for the projects.

◆ **MANDATES** **\$153,391**

SPILL PREVENTION CONTAINMENT AND CONTROL

This **mandate** represents the added costs to provide contractual services and materials for the proper removal, disposal and monitoring of accumulated rainwater and materials around containment areas in the four city service centers. These requirements re-mandated for National Pollutant Discharge Elimination System (NPDES) and Texas Pollutant Discharge Elimination System (TPDES) permit compliance. The cost associated with this mandate will total \$140,000 in FY 2005.

LANDFILL DISPOSAL FEE

This **mandate** addresses the added costs of disposing of waste materials generated by street maintenance operations under the terms of the City's solid waste disposal contract. The increased costs of this mandate will total \$13,391 in FY 2005.

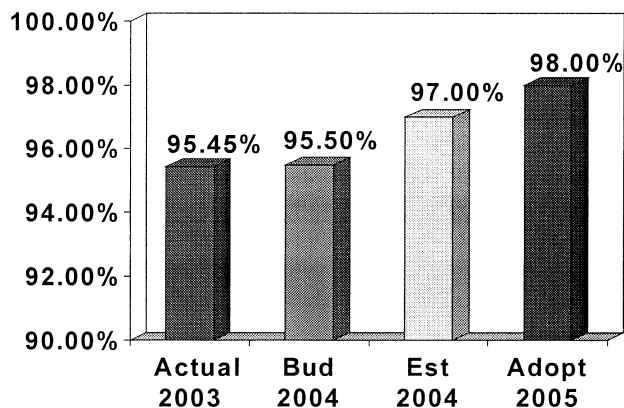
STREET MAINTENANCE FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$10,748,219	\$10,889,661	\$10,821,648	\$11,834,556
CONTRACTUAL SERVICES	3,892,200	4,226,625	3,335,545	5,467,609
COMMODITIES	10,105,338	7,411,978	8,357,134	8,031,768
OTHER EXPENDITURES	566,246	1,085,592	1,085,592	1,374,787
CAPITAL OUTLAY	35,920	1,875,830	1,875,830	0
TRANSFERS	10,161,001	9,122,881	8,962,881	7,734,319
TOTAL EXPENDITURES	\$35,508,924	\$34,612,567	\$34,438,630	\$34,443,039
AUTHORIZED POSITIONS	339	311	311	311
FULL-TIME EQUIVALENTS	331.00	311.00	311.00	311.00

PUBLIC WORKS**STREET MAINTENANCE FUND
RIGHT OF WAY MANAGEMENT FUND****RIGHT OF WAY MANAGEMENT FUND EXPENDITURES BY CHARACTER**

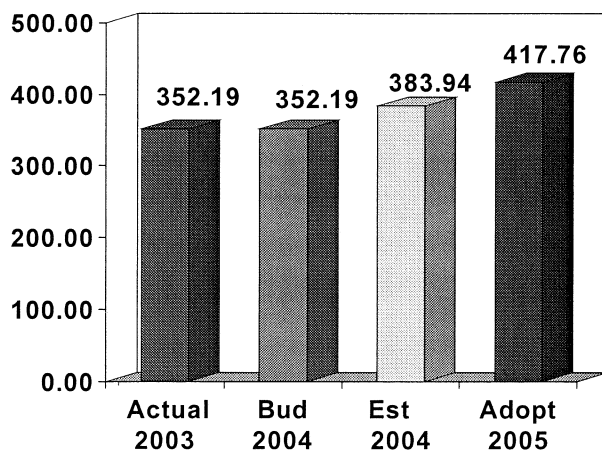
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$702,044	\$832,935	\$823,055	\$857,213
CONTRACTUAL SERVICES	108,160	209,258	115,266	130,531
COMMODITIES	28,309	81,972	63,131	62,976
OTHER EXPENDITURES	2,631	2,631	2,631	5,525
CAPITAL OUTLAY	23,758	1,200	179,097	0
TRANSFERS	4,386	29,126	344,226	25,000
TOTAL EXPENDITURES	\$869,288	\$1,157,122	\$1,527,406	\$1,081,245
AUTHORIZED POSITIONS	20	20	20	20
FULL-TIME EQUIVALENTS	20.00	20.00	20.00	20.00

PERCENT OF POTHOLES REPAIRED WITHIN 48 HOURS



✓ The percent of potholes repaired within 48 hours is increasing through improved tracking and closure of requests.

LANE MILES RECEIVING MAINTENANCE



✓ Represents the total lane miles of Contractual and City Force street resurfacing and rehabilitation. Adopted FY 2005 includes an additional 18.35 miles associated with a \$1 million improvement added to contractual street maintenance.

PROGRAM INFORMATION

The Storm Water Utility of Public Works, which is funded by the Federally authorized Storm Water Fee and through participation in the Regional Storm Water Management Program with a fee in lieu of on-site detention, performs the following primary functions:

- ◆ Administration – Direction and planning
- ◆ River Maintenance – Channel De-silting/Natural creekway maintenance/concrete structure maintenance
- ◆ Vegetation Control – Mowing/Herbicide Applications/Tree Maintenance/Wildflower Program
- ◆ Street Cleaning – Street Sweeping/Graffiti Removal/Event Cleanups
- ◆ Tunnel Operations – Operation and Maintenance of Tunnels, Dams, High Water Detection System
- ◆ Engineer Design – Project specific solutions
- ◆ Engineering Management – Regional Storm Water Management Program
- ◆ Engineering Review – Development/CIP, MPO, and Special Projects
- ◆ Floodplain Management – 100-year Floodplain/Ultimate Development Floodplain

The Storm Water Utility ensures compliance with the eleven program requirements associated with the City's Texas Pollutant Discharge Elimination System (TPDES) permit. It is also tasked with the operation of the Municipal Separate Storm Sewer System (MS4). The Utility, in addition to design and review of public and private storm water infrastructure plans, participates in the master planning effort for the five major watersheds within the region. This includes implementing regional flood control facilities, engineering regional storm water facilities and floodplain management and administration.

GOALS & OBJECTIVES

To establish a performance based schedule for the operation of the City's inventory of lakes, streams, basins, dams, tunnels, and storm water systems. To continue to execute the tasks required for compliance with the City's TPDES permit and the Storm Water Compliance for Construction Activities Ordinance. To participate in the development of a comprehensive watershed approach to plan and implement regional storm water facilities. To perform all functions with a focus on quality; customer needs and expectations; and the effective protection of the public's investment in the City's infrastructure.

- ◆ To perform all services in a "Customer First" manner to meet the needs of the citizens
- ◆ To utilize an employee incentive program to continue to improve the safety and quality of life for our citizens
- ◆ To operate and manage the storm water infrastructure through comprehensive watershed management
 - Implement the operational planned maintenance programs
 - Continue to implement specific watershed master plans as available data and funding permits
 - Cooperate in a regional effort to operate and maintain storm water data collection and warning devices.
 - Continue to evaluate, consider and pursue all available resources for improved management of the regional and local storm water infrastructure.
 - Continue mapping and development procedures for assessment of the storm water infrastructure.
 - Continue to facilitate orderly development using the drainage ordinances as adopted in the Unified Development Code.
- ◆ To maintain the requirements of the TPDES Permit through performance based services and zero-based budget procedures.

PUBLIC WORKS

STORM WATER OPERATING FUND REGIONAL STORM WATER FACILITIES FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Public Trust and Awareness – Continue Downtown Improvements					
	To operate and manage the storm water infrastructure through comprehensive watershed management	San Antonio River Channel Improvement Program - % maintained ¹	58%	54%	64%	64%
	Public Trust and Awareness of Citizens – Improve Customer Service					
	Provide floodplain information to citizens on request	No. of floodplain location checks provided	1,753	1,900	1,600	1,568
Financial	Innovative and Proactive City Government – Leverage Other Funding Sources					
	To maintain the storm water infrastructure in a financially responsible manner	No. of hours worked by volunteers and restitution workers through the Storm Water Utility Volunteer Program	6,898	7,300	15,000	16,000
	Citizens' Well-being and Human Potential – Provide Accountability to Public					
	Provide storm water reviews for municipal infrastructure capital improvements	No. of municipal infrastructure capital improvement project reviews performed by Storm Water Engineer Watershed Teams	143	190	195	200
Internal Processes	Sustainable and Attractive Community – Maintain Existing Infrastructure					
	Maintain the requirements of the Texas Pollutant Discharge Elimination System Permit through performance-based services	Street cleaning - tons collected per gutter mile	0.26	0.33	0.26	0.25
	To operate and manage the storm water infrastructure through comprehensive watershed management	River channel and parkway maintained. No. of acres maintained ²	19,294	17,100	21,910	23,910

PUBLIC WORKS**STORM WATER OPERATING FUND
REGIONAL STORM WATER FACILITIES FUND****BALANCED SCORECARD CONTINUED**

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Internal Processes	Sustainable & Attractive Community – Improve Human Development Programs					
	Provide for orderly development and redevelopment through wholistic watershed management	No. of hours spent on floodplain management and regional storm water management program implementation performed by Storm Water Engineering Watershed Teams ³	16,240	20,800	17,500	18,100
Employee Learning &	Citizens Well Being & Human Potential – Improve Employee Services					
	To utilize an employee incentive program to continue to improve the safety and quality of life for our citizens	Safety Award Program – % of Employees Receiving Safety Awards	85%	89%	87%	89%

EXPLANATORY INFORMATION

- ¹ Estimated FY 04 numbers take into account work to be accomplished by U.S. Army Corp of Engineers' contractor to repair July 2002 flood damage.
- ² Significant increase in Estimated FY 04 and Adopted FY 05 numbers are a result of new equipment, receipt of much needed zero-turn mowers for median crew and a re-alignment within Storm Water operations, which will increase operations efficiency.
- ³ Measure reflects coordination with Development Services, evaluating floodplain development permits and requests for participation in the City's Regional Storm Water Management Program, as well as participating in the development of regional watershed masterplans.

PROGRAM CHANGES**♦ REDIRECTIONS/REDUCTIONS****\$255,878****UNIFORM REDUCTION**

This **reduction**, totaling \$4,713 for the Storm Water Operating Fund, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

PROGRAM CHANGES CONTINUED***EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE***

This **reduction** will result in a net savings totaling \$251,165 to the Storm Water Operating Fund and the Regional Facilities Fund in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

◆ IMPROVEMENTS**\$478,629*****WORKFORCE COMPENSATION ENHANCEMENT***

This **improvement**, totaling \$288,513, will provide a market adjustment and performance pay incentive for eligible employees included in the Storm Water Operating and Regional Facilities Fund budgets. The market adjustment, effective October, 2004, will be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

CERTIFICATION PAY PILOT PROGRAM

This **improvement**, totaling \$4,436 in FY 2005, will provide eligible employees with incentive pay for obtaining approved certifications associated with enhancing job performance. The program will focus on rewarding employees, primarily those in the skilled craft and service/maintenance areas. This program will also reimburse civilian employees for exam fees and certification fees paid in the obtainment of the certification.

FLOOD BUYOUT IMPROVEMENT

This **improvement** addresses addition funds necessary to provide required maintenance for the properties the City will purchase as part of the Flood Buyout Program. These properties are being purchased using the Storm Water Regional Bond funds. This improvement will provide funding for an annual services contract with a private contractor to provide maintenance. This will include cutting and trimming of vegetation, as well as the removal of small debris as needed in order to maintain the properties within established City Codes. The cost of this improvement will total \$85,680 in FY 2005.

PUBLIC WORKS**STORM WATER OPERATING FUND
REGIONAL STORM WATER FACILITIES FUND****PROGRAM CHANGES CONTINUED*****RATE STUDY IMPROVEMENT***

The current City of San Antonio storm water user fee was established by ordinance in May 1993 as a funding mechanism to implement comprehensive storm water management programs to improve surface water quality, to enhance flood carrying capacities of waterways, and to operate and maintain the Municipal Separate Storm Sewer System (MS4). The City services funded by this user fee support the unfunded federal mandates of the Clean Water Act (Texas Pollutant Discharge Elimination System permit) and the National Flood Insurance Program. The current rate structure consists of four customer classifications with fourteen tiers. Each of the fourteen tiers uses parcel size as the billing determinant which is not a true measure of storm water runoff impact to the MS4. The proposal is to obtain a professional service contract to restructure City of San Antonio storm water user fee to be based on land cover and land use. This approach is a more widely accepted measure of runoff impact and therefore, provides a more equitable user fee. This study analyzes the current program, policies, and priorities; cost of service; and organizational issues; develops a rate structure that satisfies program priorities through adequate cash flow and assist in the development of the rate ordinance; develops a master account file system and billing system to include customer service; and develops a general plan for implementing and executing the revised rate structure to include public education. On August 2, 2004, the Committee of Seven directed the Bexar Regional Watershed Management to initiate a rate structure study for the region. This **improvement** will total \$100,000 in FY 2005 and will utilize both internal and external resources for funding.

◆ MANDATES**\$13,861*****LANDFILL DISPOSAL FEE***

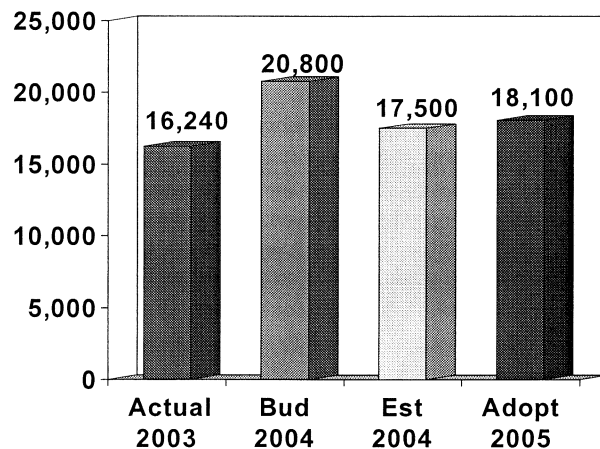
This **mandate** addresses the added costs of disposing of waste materials generated by storm water maintenance operations under terms of the City's solid waste disposal contract. The increased costs of this mandate will total \$13,861 in FY 2005.

STORMWATER OPERATING FUND EXPENDITURES BY CHARACTER

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$9,064,291	\$9,388,745	\$9,609,870	\$10,264,933
CONTRACTUAL SERVICES	5,804,283	5,894,670	5,744,087	6,887,090
COMMODITIES	1,551,939	1,533,088	1,384,273	1,599,089
OTHER EXPENDITURES	140,131	202,311	202,311	210,759
CAPITAL OUTLAY	390,888	276,500	273,068	32,600
TRANSFERS	2,943,694	4,424,108	4,762,832	4,419,621
TOTAL EXPENDITURES	\$19,895,226	\$21,719,422	\$21,976,441	\$23,414,092
AUTHORIZED POSITIONS	300	274	274	274
FULL-TIME EQUIVALENTS	284.00	274.00	274.00	274.00

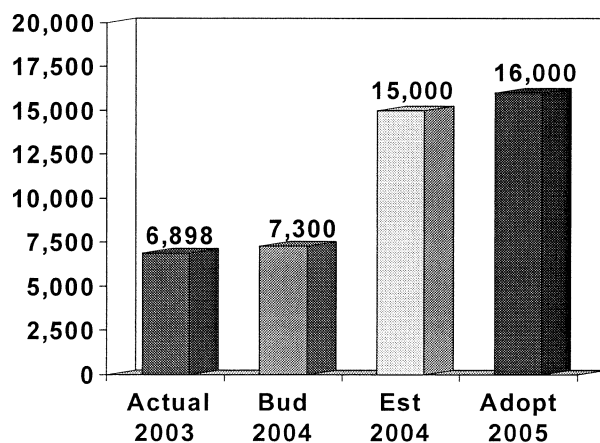
PUBLIC WORKS**STORM WATER OPERATING FUND
REGIONAL STORM WATER FACILITIES FUND****REGIONAL STORMWATER FACILITIES FUND EXPENDITURES BY CHARACTER**

	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$467,727	\$537,038	\$502,539	\$566,999
CONTRACTUAL SERVICES	33,843	52,696	55,460	62,968
COMMODITIES	21,797	16,324	28,952	20,000
OTHER EXPENDITURES	60,367	3,736	3,736	5,972
CAPITAL OUTLAY	7,521	0	0	0
TRANSFERS	164,048	7,549,237	3,193,363	6,931,627
TOTAL EXPENDITURES	\$755,303	\$8,159,031	\$3,784,050	\$7,587,566
AUTHORIZED POSITIONS	10	10	10	10
FULL-TIME EQUIVALENTS	10.00	10.00	10.00	10.00

**PERSON-HOURS SPENT ON STORM WATER,
FLOODPLAIN, AND REGIONAL STORM WATER
MANAGEMENT IMPLEMENTATION**

✓ The FY 2005 measure reflects person-hours spent by Development Services and Storm Water Engineering Watershed teams evaluating floodplain development permits.

✓ The increased FY 2005 number is due to an anticipated increase in the participation of the City's Regional Storm Water Management Program.

**NUMBER OF HOURS WORKED IN STORM WATER
UTILITY VOLUNTEER PROGRAM**

✓ The number of hours worked by volunteers and restitution workers is expected to increase in estimated FY 2004 and Adopted FY 2005 due to additional Graffiti Wipe-Out events and a \$25,000 improvement for FY 2005.

PUBLIC WORKS

PARKING OPERATING AND MAINTENANCE FUND

PROGRAM INFORMATION

This Public Works Division manages twenty-five parking facilities in the downtown area. These include structures such as the Central Library, HemisFair, Marina, Mid-City, and Riverbend garages as well as many surface lots. This Division also installs and maintains all parking meters, enforces downtown parking regulations and manages retail office space in the garages. Several lease agreements with State and Federal government owned parking lots are also coordinated through this division. Other activities such as the city employee car-pools program, commercial and residential decals are also administered by this division.

GOALS & OBJECTIVES

- ◆ Construction, improvement and renovation of parking facilities:
 - Complete installation of new revenue control equipment for the Mid-City, Riverbend and Marina Garages.
 - Paint the interior of the Mid-City Garage.
 - Complete rehabilitation of the elevators at the parking garages: Phase I: Mid-City Garage, Phase II: Riverbend Garage; Phase III: Marina Garage.
 - Plan for new signage and aesthetic enhancements to the Market Square and Dolorosa Lots.
- ◆ To provide the public with convenient, safe, and affordable parking within the downtown area.
- ◆ Negotiate retail leases and parking agreements with downtown businesses.
- ◆ Utilize a certified instructor to provide specialized training, thus ensuring a competent and efficient work force.
- ◆ To generate revenues sufficient to recover the cost of the Parking System.

PUBLIC WORKS

PARKING OPERATING AND MAINTENANCE FUND

BALANCED SCORECARD

	Strategic Objectives	Performance Measures	Actual FY 03	Rev. Bud. FY 04	Estimated FY 04	Adopted FY 05
Customer	Strengthen Convention/Tourist Industry					
	To provide the public with convenient, safe, and affordable parking within the downtown area	No. of garage spaces available	4,051	4,051	4,051	4,051
		No. of lot spaces available	4,383	4,383	4,383	4,450
		No. of meters available ¹	2,124	2,124	2,100	2,100
Financial	Innovative and Proactive City Government					
	To generate revenues sufficient to recover the cost of operations	Garage and lot net operating income per space ²	\$379.20	\$420.05	\$447.17	\$477.84
		Parking meter net operating income per meter ^{2,3}	\$397.75	\$438.17	\$464.48	\$471.13
Internal Processes	Innovative and Proactive City Government					
	Implementation of the Organizational Review Performance Plan to maintain accountability to the public	No. of field audits conducted by supervisors of parking attendants	N/A	N/A	242	270
Employee Learning & Growth	Innovative and Proactive City Government					
	Utilize a safety specialist to provide training to promote an accident free workplace	No. of preventable motor vehicle or personal injury accidents resulting in a claim	N/A	N/A	4	3

EXPLANATORY INFORMATION

- ¹ Estimated FY 2004 and Adopted FY 2005 numbers reflect street closures for La Quinta Project of 24 meters. Assumes no additional meter locations.
- ² Operating income is before debt service and transfers.
- ³ Parking Meter Revenue in FY 2004 estimated higher than Revised Budget due to parking meter rate increases occurring in October 2003.

PUBLIC WORKS

PARKING OPERATING AND MAINTENANCE FUND

PROGRAM CHANGES

◆ REDIRECTIONS/REDUCTIONS

\$81,375

EMPLOYEE UNIFORM INITIATIVE

This **reduction**, totaling \$2,185, will establish requirements related to the purchase and/or lease and issuance of uniforms to full-time permanent city employees. In an effort to reduce costs yet improve the quality and consistency of City issued uniforms, the Purchasing Department has developed a standard employee uniform initiative. Under this initiative, all employees within specified job classes will be provided with uniforms appropriate for their work environment.

REDUCE OVERTIME BUDGET

During the budget development worksessions, in depth analysis of overtime policies and procedures citywide was conducted, which resulted in identified savings to department budgets through the implementation of more efficient hiring and workflow processes. As a result of the analysis, the Parking section will be able to reduce their overtime budget by ten percent, or a total of \$70,000 in FY 2005.

EFFICIENCIES IN CITY VEHICLES USE & MAINTENANCE

This **reduction** will result in a net savings totaling \$9,190 to the Parking Fund in FY 2005. Savings will be achieved by eliminating underutilized vehicles from the City's fleet, extending the life of the current fleet from 72,000 miles to 84,000 miles, and increasing in-house fleet and equipment maintenance, repair, and paint & body services, currently provided by the private sector at a higher cost.

◆ IMPROVEMENTS

\$218,282

WORKFORCE COMPENSATION ENHANCEMENT

This **improvement**, totaling \$102,213, will provide a market adjustment and performance pay incentive for eligible employees included in the Parking Fund budget. The market adjustment, effective October, 2004, would be distributed to eligible employees based on annual base salaries. Employees with \$40,000 annual base salary and below will receive a three percent salary increase. Employees with above \$40,000 annual base salary will receive a two percent salary increase.

In addition, eligible civilian City employees with at least one year of service (who have been on the City's payroll as of October 1, 2003) will be eligible to receive performance pay in May 2005. The City's existing Employee Performance Management & Development System will serve as the foundation for effective distribution of the allocated performance pay.

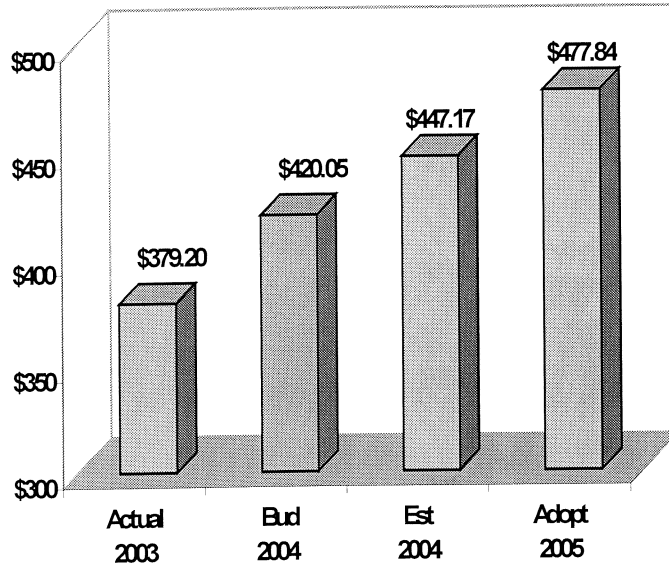
FRIO STREET LOT

This **improvement** will construct and operate a Parking Lot located at 329 Frio Street which is currently a vacant lot in front of the City of San Antonio Purchasing Department's automotive operations. This lot will consist of 67 spaces and generate approximately \$45,240 in revenue at 6 months and \$90,480 (net of sales taxes) annually to the General Fund. This improvement includes two part-time Parking Attendant positions in the Parking Division along with associated operating expenses of \$18,824 and a one-time expense of \$97,245 which includes site preparation and overlay of the parking lot for the first year at 6 months and a recurring annual expense of \$28,623. This improvement will not create any added cost to the Parking Fund in FY 2005 since the two part-time Parking Attendant Positions and expenditures will be reimbursed through a transfer from the general fund. The cost of this improvement in FY 2005 will total \$116,069.

PUBLIC WORKS**PARKING OPERATING AND MAINTENANCE FUND****PARKING OPERATING AND MAINTENANCE FUND EXPENDITURES BY CHARACTER**

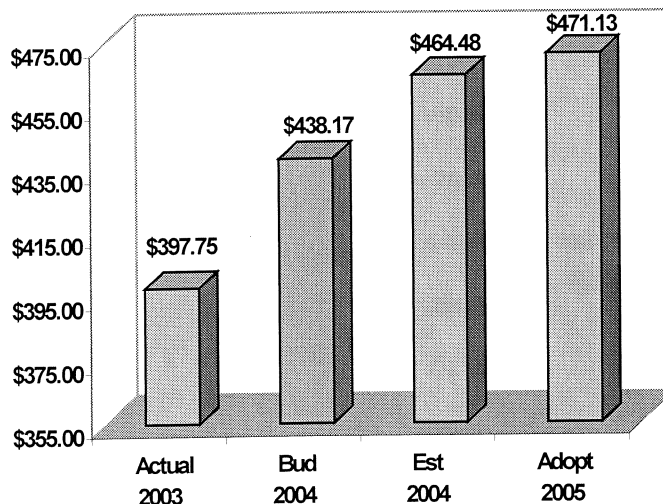
	ACTUAL 2002-2003	REVISED BUDGET 2003-2004	ESTIMATED 2003-2004	ADOPTED 2004-2005
PERSONAL SERVICES	\$3,071,140	\$3,250,166	\$3,243,708	\$4,072,113
CONTRACTUAL SERVICES	1,198,264	1,068,978	1,203,776	1,176,004
COMMODITIES	54,727	225,650	228,723	286,505
OTHER EXPENDITURES	83,642	93,199	310,000	86,127
CAPITAL OUTLAY	1,323	3,000	3,000	0
TRANSFERS	4,801,992	5,025,585	5,562,190	4,873,940
TOTAL EXPENDITURES	\$9,211,089	\$9,666,578	\$10,551,397	\$10,494,689
AUTHORIZED POSITIONS	123	124	124	140
FULL-TIME EQUIVALENTS	109.50	110.50	110.50	125.50

GARAGE AND LOT NET OPERATING INCOME PER SPACE



- ✓ The Garage and Lot Net Operating income per space is increasing from Est. 2004 to Adopted 2005 to account for debt service and transfers.
- ✓ There are 4,051 garage and 4,450 lot spaces in the parking system.

PARKING METER NET OPERATING INCOME PER METER



- ✓ The Parking Meter net operating income per meter takes into account 2,100 meters throughout downtown San Antonio